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# HQUSACE CAMPAIGN PLAN

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## **CorpsPLUS...**

*Master Strategy =  
revolutionize effectiveness  
seek growth opportunities  
invest in people*

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US Army Corps  
of Engineers

# HQUSACE Campaign Plan



"The world's premier engineering organization. Trained and ready to provide support anytime, anyplace. A full spectrum Engineer Force of high quality, dedicated soldiers and civilians.

A vital part of the Army. The Engineer team of choice, responding to our Nation's needs in peace and war. A values-based organization, respected, responsive, and reliable.



Changing today to meet tomorrow's challenges!"

**Lieutenant General Joe N. Ballard**

**Commander**

**United States Army Corps of Engineers**

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14 March 1997

HQS, US Army Corps of Engineers  
20 Massachusetts Avenue, N.W.  
Washington, DC 20314-1000

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Headquarters  
U.S. Army Corps of Engineers  
Washington, D.C.  
14 March 1997

CECS

SUBJECT: HQUSACE CAMPAIGN PLAN

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- ER 10-1-2, "Organization and Functions, U.S. Army Corps of Engineers Division and District Offices," 1 May 1996 [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er10-1-2/toc.htm>].
- "Task Force Report on District Restructuring," December 1995.
- "Headquarters Task Force Final Report," (Genetti/Barber Report), volumes 1 and 2, 5 June 1995.
- "Division Organizational Guidelines Task Force Report," (Witherspoon Report), 27 January 1995.

## TOC

### 1. Situation.

a. General: The U.S. Army and the Army Corps of Engineers, like the rest of the government, are undergoing a fundamental reassessment of their size and mission. Initiatives, such as the National Performance Review (NPR), and laws, such as the Federal Workforce Reduction Act (FWRA) and the Government Performance and Results Act (GPRA), mandate that agencies within the federal government become smaller and more results oriented. The ongoing down-sizing of the Defense and Civil Works budgets are constraining resources in the Corps' traditional military and civil programs. At the same time, the Army and Nation face serious engineering challenges. Opportunities to support other federal agencies are increasing as other agencies draw down their in-house engineering capabilities. The Army is calling on the Corps to expand its role in select areas, such as installation support, support to contingency operations, the environment, and privatization. In light of these trends, the Corps of Engineers needs to reassess its basic approach to business and its role within the Federal Government. A corporate Corps strategic planning process and resulting suite of Campaign and Operational Plans form the blueprint which the Corps will use to guide its response to these challenges.

b. The Commander's vision to guide the Corps in meeting these challenges:

"The world's premier engineering organization. Trained and ready to provide support anytime, anyplace. A full spectrum Engineer Force of high quality, dedicated soldiers and civilians. A vital part of the Army. The Engineer team of choice, responding to our Nation's needs in peace and war. A values-based organization, respected, responsive, and reliable. Changing today to meet tomorrow's challenges!"

c. Strategic planning. See ANNEX A (Strategic Planning Process).

d. To achieve the Chief's vision, the Corps has developed the "**CorpsPlus**" master strategy which has three goals: revolutionize effectiveness, seek growth opportunities, and invest in people. This master strategy is supported by seven sub-strategies: Align for Success, Satisfy the Customer, Build the Team,

Serve the Army, Enhance Capabilities, Build Strategic Commitment, and Reshape Culture. A description of each goal and sub-strategy is contained in the Corps Strategic Plan (reference 1a). The purpose of this campaign plan is to provide guidance for the execution of those initiatives and actions to be undertaken within the Headquarters in support of these strategies.

e. Assumptions.

(1). Federal funding for traditional Corps civil and military projects will continue to decline for the foreseeable future.

(2). Opportunities for work will emerge as other agencies draw down their internal engineering capabilities.

(3). The Administration will continue to support initiatives to reinvent government.

(4). The trend to expand civilian support to deployable forces will continue.

(5). Information technology and leveraging Corps research and development capabilities will allow the Corps to organize and deliver its products and services in innovative, cost efficient ways. TOC

**2. Headquarters mission to support the Corps Strategic Plan:** HQUSACE reorganizes its processes and structure to meet the changing needs of the Army and Nation, to improve performance in traditional mission areas, and to seek growth opportunities in selected new mission areas. TOC

**3. Operations.**

a. Commander's intent (as quoted from the Strategic Plan):

"The Vision and it's associated strategic management plan are bold initiatives designed to transform us and position the Corps for the 21st Century. In my mind's eye, I see a bold, vibrant organization; one that has a worldwide reputation for excellence and mission accomplishment. A Corps that:

- \* is embraced by the Army as critical to their success,
- \* has people striving to join us,
- \* routinely receives prestigious awards for customer satisfaction, quality and design excellence,
- \* is always strategically planning for the future, and
- \* operates as a team!!

To achieve our Vision and get out in front of the changes required by technology and the future realities, we must strike out boldly. We must dramatically transform our approach to our customers, business and processes. Our efforts must be coordinated, unified and holistic. The time for incremental change is past. Success will come from a carefully sculpted, aggressive plan.

We will only have one Vision in USACE. All echelons within the Corps will achieve the Vision through their Campaign or Operations Plans. We cannot -- must not -- become fragmented in our execution. This is imperative for unity of effort.

Finally we must remember that at the heart of all our efforts are soldiers, airmen, their families and the citizens of this great country. Whatever we do must make a positive impact on their lives. That's why we are here."

b. Concept of the operation. Within the Headquarters, the Corps strategy is executed through eight initiatives, each managed by a cross-functional initiative team headed by a HQUSACE director, office chief, or other senior executive. Each team develops one or more integrated action plans to implement its assigned initiative. Coordination and integration between initiative teams and supervision of key

milestones will be managed by a campaign oversight team (hereafter referred to as the campaign team) consisting of the leaders of the initiative teams and chaired by the Deputy Commanding General (DCG) and managed on a day-to-day basis by the Chief of Staff. Each action plan will be maintained on an individual page on the World Wide Web, and updated as a "living document" as needed. Each team oversees implementation of its individual action plan(s). Teams will ensure their initiatives are coordinated with other staff agencies and MSC's, as appropriate. Team leaders will hold periodic IPR's with the Commanding General. Teams are dissolved upon achieving their action plan objectives and upon release by the campaign team. TOC

c. Instructions to teams

(1). **Campaign Team.** Chaired by the DCG, managed by the Chief of Staff, and comprised of each initiative team leader. Serves as supervising oversight committee for execution of this campaign plan. Ensures integration between individual team actions as appropriate. Reviews action plans from each initiative team prior to approval by Commanding General. Resolves conflicts between taskings to functional offices. Reviews and monitors action plans milestones. Coordinates and aligns resources as needed for initiative implementation. Ensures collective efforts of team do not have negative impact on other ongoing Corps initiatives and operations. Maintains action map on web site. Keeps Commanding General informed of campaign plan progress. Manages the campaign plan process. TOC

(2). **Team 1 (Life Cycle Army Installation and Environmental Support Initiative):** Chaired by the Director, Military Programs. Develop and initiate an integrated plan that places the Corps as the life cycle manager for Army installations and the environment. Initiate plan by 30 March 1998. Plan will include, but is not limited to, re-engineering processes to maximize our level of support to installation commanders, improving the Army's corporate approach to environmental stewardship, partnering with installation Directors of Public Works, and focusing USACE expertise and resources to allow commanders at all levels to leverage scarce Army resources. TOC

(3). **Team 2 (Support to the Operational Force Initiative):** Chaired by the Director, Research and Development. Develop an implementation plan which will provide USACE with the capability to provide rapid support for the full spectrum of deployment missions by 30 Jul 97. Plan will include the gamut from participation in war planning, training and readiness exercises, to mobilization in response to actual operations. Develop a plan to ensure that the USACE role in support of operational forces is incorporated into appropriate Joint and Army doctrine by 30 May 97. Develop a fiscal strategy to fund the Corps' activities in support of operational forces including war planning, training, exercises and the initial response to operations by 31 Aug 97. Publish a USACE management plan for support of operational forces by 30 Sep 97. TOC

(4). **Team 3 (Communications and Relationships Initiative):** Chaired by Director, Real Estate. Develop by 30 Sep 97 a corporate communications plan to build the understanding, commitment, and relationships necessary for success of the Corps Strategic Plan and the HQ Campaign Plan. Corps team members, partners, customers, and interest groups will understand the strategic direction of the Corps and be supportive of its goals. Coordination will be maintained with the on-going Public Affairs Office initiative to help the Commander communicate his Vision. TOC

(5). **Team 4 (Virtual Team Initiative):** Co-chaired by the Directors of Information Management and Human Resources. Develop and implement, by 15 September 1997, a plan to promote "virtual teams" in the Corps of Engineers. The plan will include identifying the technical means, cultural gaps, changes to policy, training needed, executive responsibilities and a management systems to create the environment needed for virtual teams. The plan must allow the Corps to be rapidly responsive and flexible - an organization able to adapt itself, tap talent and expertise, distribute work and produce engineering products and services without the need for either physical reorganization or co-location of resources. The plan will leverage advanced information technologies and the right kind of organizational climate - one with supportive culture and relationships. Corps members will have seamless access to information and ease in performing data aggregation, summarization and retrieval. The goal is to improved communications, customer satisfaction and service and to facilitate the "One door to the Corps" concept. This may require challenging basic assumptions about the organization and norms. TOC

Virtual Team Homepage

(6). **Team 5 (Corporate Mission Growth Initiative):** Chaired by Deputy Commanding General. Develop and initiate a Corps corporate mission growth plan by 19 September 1997. The mission growth plan will identify specific growth areas within federal, state, and local government levels, into which the Corps should move consistent with its basic competency of engineering services. This plan will include, but is not limited to, identifying high payoff growth areas, building relationships with targeted constituencies, eliminating barriers to growth opportunities, determining rules of engagement for pursuing and accepting new work, and developing market/customer relationship training. TOC

(7). **Team 6 (Division and District Processes, Systems, and Organization Initiative):** Chaired by Director, Civil Works. Develop and implement a plan of action to test, evaluate, and disseminate improvements to division and district processes, systems, and organization structure by 31 Dec 1998. The intent is to identify actions that improve customer service by developing cross functional product delivery systems and processes. Output is evaluated from the customer perspective, consistent with law, policy, and regulation. Focus is on district and division levels of the organization, and how those levels interact with each other. One or two divisions will be designated as the test divisions. Prepare a guidance memorandum to the test divisions to be signed by the Commanding General and issued to the affected divisions by 23 May 1997. Components will include (but not limited to ) organizational structure, business processes, use of virtual offices, performance measures, customer interface, and implementation of project management. TOC

(8). **Team 7 (Headquarters Processes, Systems, and Organization Initiative):** Chaired by Director, Resources Management. Develop and initiate a plan to improve cross functional integration of processes, systems, and organizations within HQUSACE by 30 Sep 97. Components will include, but are not limited to, the most effective combinations of best business practices, process reengineering, innovative uses of standard systems and/or new technologies, and organizational structure. TOC

(9). **Team 8 (Reshape Culture Initiative):** Chaired by Chief Counsel. Develop and initiate a process or methodology by which behaviors, actions, and decisions are altered to align with desired cultural norms. Present initial recommendations by 31 August 1997. Plan will include, but is not limited to, establishing a baseline knowledge and understanding of the current organizational culture, defining the desired cultural norms, and implementing means to close the difference between the two. While recognizing the longer term nature of cultural change, both long term and short term actions will be developed and pursued.

d. Directors and Office Chiefs: Assign primary and alternate team members to each initiative team, as appropriate. Ensure that those portions of the action plans which require the support of your functional office are adequately resourced. Ensure team members from within your directorate/office have the time and resources necessary to meet team commitments.

e. Coordinating instructions.

(1). Action plans. Each initiative team will prepare a detailed action plan for their initiatives and submit it to the campaign team for approval by 14 April 1997. Approval authority for each action plan is the Commanding General. Each action plan will address:

- (a). A brief description of the initiative(s) to be accomplished.
- (b). A description of supporting tasks to be accomplished.
- (c). Identification of action teams accountable for implementation.
- (d). Identification of strategic goals and sub-strategies supported by the initiative.
- (e). Description of implementation phases, as required.
- (f). Description of linkage and coordination between other initiatives, campaign teams, MSC's, staff offices, etc.
- (g). A layout of an implementation time line and identification of key milestones.

- (h.) Description of performance and output oriented measurements that will be used to determine whether the initiative is successful or not.
- (i). Identification of resources required.
- (j). An assessment of the impacts of the initiative on the organization, current agency strengths, and other initiatives. The intent is to manage risk by ensuring any adverse impacts brought about by implementation new initiatives is fully understood and appropriate steps taken to mitigate the negative impacts.

(2). Each team will be provided a web-site for intra-team communications. The Directorate of Information Management (DIM) will serve as primary and alternate pagemasters for the collection of the eight team web sites. Each team will designate a point of contact to manage and update specific page contents of their respective site and to serve as a liaison with the DIM pagemasters. The Campaign Plan web site locations will initially be established as intranet sites, meaning that anyone internal to the Corps can access these pages. Any team requiring capability beyond this initial set up, e.g., public access pages, discussion groups, etc., will make their requirement know to the pagemaster at the earliest possible time. Team web-sites will be terminated when the team is dissolved.

(3). Campaign team will meet every 4-6 weeks with the Commanding General to discuss the progress of plan execution.

(4). In order to preclude duplicate taskings and/or data calls to the field, initiative related taskers to subordinate units will be staffed through the campaign team and signed for the commander by the DCG or Chief of Staff.

(5). Campaign plan is effective for planning upon receipt. Action plans are effective for execution upon approval by the Commanding General. TOC

#### **4. Campaign process management:**

a. Overall responsibility for managing campaign plan execution rests with the campaign team. The campaign team will review and monitor the development of each initiative team's actions plans to ensure milestone dates are synchronized. Once the CG approves the action plans, the campaign team will meet periodically to monitor progress and recommend changes, as needed.

b. Action plans will be living documents. Recommended changes to action plans may be made from within the initiative team, from other teams/staff members, or from MSC's. Proposed revisions to action plans will be referred to the respective team leader. Approval authority for changes which impact other initiative teams is the DCG. Changes which impact only the internal actions and milestones of the initiative team may be authorized by the team leader. Changes to action plan web pages may only be posted by the initiative team's designated point of contact.

c. Each action plan will be overseen and maintained by the owning initiative team until such time as its objectives, as measured by the measurement standards defined in the action plan, are accomplished. Once an individual initiatives team objectives are accomplished, the team may be disbanded upon approval of the DCG. TOC

#### **5. Command and Communications.**

##### **a. Command.**

(1). The DCG chairs the campaign team and is responsible for the execution of the campaign plan. The DCG will report to the CG for matters of Command-wide importance and to keep the CG informed of progress. The Chief of Staff will serve as the daily manager of the HQUSACE Campaign Plan initiatives. Initiative team leaders are responsible for the preparation and execution of their action plans. Team leaders will ensure horizontal integration of their team's plans within the HQ staff. Directors and office chiefs will ensure support from within their functional offices as required to execute the action plans plan.



(2). Directors and office chiefs are designated initiative team leaders as noted in paragraph 3c. Directors and office chiefs may, however, delegate day-to-day oversight to another senior staff member, provided that any individual so designated can speak for and commit the director/office chief to the requirements of the action plan(s).

b. Communications. Director, Information Management will ensure this campaign plan is posted on its web site by COB 19 Mar 97. The Campaign Plan and associated Team Action Plans are located at the following web-sites:

Campaign Plan:

<http://www.usace.army.mil/inet/functions/im/ceimp/campaign/>

FOR THE COMMANDER:

(signed)  
OTIS WILLIAMS  
Colonel, Corps of Engineers  
Chief of Staff

TOC

ANNEXES:

A- USACE Strategic Planning Process

DISTRIBUTION:

1 each Campaign Team Leader  
1 each director and HQ office chief  
1 each MSC commander  
1 each laboratory commander  
1 each FOA chief

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ANNEX A

USACE Strategic Planning Process

1. To implement the Chief's vision, USACE has adopted a two-pronged strategic planning process. The first is an initiatives based plan that is designed to meet immediate corporate needs. The second is a scenario based process intended to develop a longer range, more analytically-based process for future planning.

2. The initial effort is tied to the Chief of Engineers' assumption of command and transition. The major purpose of this effort is to establish immediate corporate direction and to prepare and position the Corps for current and near-term challenges. To this end, the Chief of Engineers chartered a short-term process involving input from Corps' Senior Leaders; a "Transition Team" formed of current and former Corps leaders and customers; District Engineers; and Headquarter's Directors and Separate Office chiefs. A working group (the "Options Team") made up of Headquarter's Deputy Directors, Division Chiefs, and senior staff have provided necessary integration, coordination and development between these groups. The groups have provided recommendations to the Chief of Engineers regarding the vision, goals and strategies. Their efforts resulted in the finalized vision statement, the "Corps Plus" master strategy, three strategic goals (Revolutionize Effectiveness, Seek Growth Opportunities, Invest in People), and seven supporting sub-strategies (Align for Success, Satisfy the Customer, Build the Team, Serve the Army, Enhance Capabilities, Build Strategic Commitment, and Reshape Culture).

3. These elements have been approved by the Commanding General and, together, comprise the Corps Strategic Plan. The Corps Strategic Plan is applicable to all elements of the Corps. The Headquarters and each major subordinate command is expected to develop campaign plans to implement this strategy. Subordinate elements are expected to develop operation plans to implement those elements of the strategy appropriate for their level.

4. In February 1997, Headquarter's Directors and Separate Office Chiefs met off-site to begin development of a Headquarter's Campaign Plan. They met to identify initiatives to be undertaken within the headquarters aimed at achieving the vision and strategic goals. From an original list of over 250 suggested actions, the offsite participants were able to identify (through development and application of weighted criteria) 35 initiatives which support the strategic goals.

5. Following the off-site, the Options Team met and relationally grouped the 35 initiatives into 8 major initiative areas. Each of these eight were assigned to an integrated initiative team, each team under the leadership of a HQ director. Each team is responsible for developing and implementing one or more detailed action plans to execute their assigned initiative.

6. The second prong of the corporate strategic planning process began with recommendations made to the Chief of Engineers by the Senior Leaders at their Fall '96 Conference. Although the Corps has a history of strategic planning efforts, to date a formal process has not been institutionalized. Through a series of speakers and several workshops, the Senior Leaders recognized that the Corps needed to agree to a formalized analytical and long-term approach to strategic planning. Their recommended process has 3 major analytical focus areas: (1) development of possible alternative futures for the Corps; (2) analyses of the Corps' markets and best market opportunities, and; (3) identification of the unique capabilities the Corps brings to those markets and customers.

7. Several pilot applications, encompassing a breadth and depth of analytical tools and processes, are currently being applied in the Corps. For instance, the Civil Works Support for Others program has done an extensive analysis of Corps current and potential customers (both at the corporate level and at several Divisions). Also, the North Central Division is currently applying process tools in order to test a rigorous and extensive analytical approach to strategic planning.

8. In October 1997, the results of these pilot approaches, as well as the initiatives based efforts, will be integrated with the institutionalized, longer-term corporate strategic planning process. Also at that time, the vision and strategic plan will be reevaluated against the results of these processes and the results of the pilot applications. Following that evaluation, the Corps strategic direction and goals will be either adjusted or validated. It is anticipated that similar follow-on reviews will take place annually.

9. The Engineer Strategic Studies Center (ESSC) is the designated manager of the corporate planning process.

TOC

[campaign plan in pdf]

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**US Army Corps of Engineers**

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Team 1 - Life Cycle Army Installation Support

# HQ Campaign Plan for the Senior Leadership Conference

5 August 1997



## Team 1 - Life Cycle Army Installation Support

### Team Focus:

- Introduce Life Cycle Management
- Increase Installation Support

### Expected Outcome:

- Installation Commander will be able to:
  - focus more on operational mission
  - use resources more effectively
  - view the Engineer community (DPW/USACE) as one team



## Team 1 - Life Cycle Army Installation Support

### Scope of Action Plan:

- Integrate Life Cycle Management
- Provide seamless support
- Co-locate with customers
- Become Army experts in privatization/outourcing

### Major Milestones:

- Issue USACE Installation Support Action Plan - 30 Aug 97
- Issue "Poaching" ER - 30 Sep 97
- Provide resources supporting co-location - 1 Oct 97
- Create Privatization/Outsourcing cell - 1 Dec 97



## Team 1 - Life Cycle Army Installation Support

### Status:

- Each initiative is on track and will be completed as scheduled

### Challenges:

- Defining success metrics
- Diverse approaches to resolve "Poaching"



## Team 2 — Support to Operational Forces

# HQ Campaign Plan for the Senior Leadership Conference

5 August 1997



## Team 2 — Support to Operational Forces

### Team Focus:

Enhancing USACE support to operational forces:

- Define USACE roles and missions
- Ensure missions are included in Army/Joint doctrine
- Establish funding strategy
- Develop an enhanced HQ/USACE concept of operations

### Expected Outcome:

Revised Army/Joint doctrine covering USACE support to operational forces, improved horizontal integration of support in HQUSACE, stabilized funding for USACE support, and improved HQ & USACE response to operational missions.





## Team 2 — Support to Operational Forces

### Scope of Action Plan:

- Primary Emphasis - Support to contingency operations.
- Secondary Emphasis - Support to force development and nation assistance.

### Major Milestones:

- Evaluation of missions against doctrine (Complete)
- Develop a USACE concept of operations (30 Aug)
- Fiscal strategy to fund implementation (30 Aug)
- USACE enhanced concept of operations (30 Sep)



## Team 2 — Support to Operational Forces

### Major Implications:

- Revision in HQ and field management of operational support
- Changes in HQ budget and budgeting process to enhance support to operational forces

### Key Success Metrics:

- Joint and Army doctrine updated to reflect USACE enhanced roles and missions.
- CG approval of operational support funding strategy.
- CG approval of concept of operations for HQ & USACE support to operational forces.



## Team 3 — Communications / Relationships

# HQ Campaign Plan for the Senior Leadership Conference 5 August 1997



## Team 3 — Communications / Relationships

### Team Focus:

- Develop a corporate communications plan
- Foster quality relationships, both internal and external

### Expected Outcome:

- A shared understanding of and commitment to the vision and strategic objectives
- A framework for enduring relationships



## Team 3 — Communications / Relationships

### Scope of Action Plan:

- Identify communications mechanisms and forums
- Perform a communications audit
- Study customers' perceptions
- Work with the other initiative teams
- Develop a comprehensive communications plan

### Major Milestones:

- Phase 1: Ground work/research, including survey (Completed)
- Phase 2: Write the communications plan; begin implementation  
(August 15)
- Phase 3: Revisit, reassess and revise as needed (ongoing)



## Team 3 — Communications / Relationships

### Major Implications:

- Refocusing of senior leadership to think and act strategically.
- Use lessons learned as a springboard to improve overall communications and relationships.
- Individuals at all levels will understand the role they play in meeting strategic objectives.
- 

### Key Success Metrics:

- TBD
-



Team 4 — Virtual Team

# HQ Campaign Team Presentation for the Senior Leader's Conference 5 August 1997



## Team 4 — Virtual Team

### Team Focus:

- Ultra organizational flexibility to meet challenges
- Support “One door to the Corps”

### Expected Outcome:

- Tap the best talent, expertise and resources
- Seamless access to information sources
- Teamwork without relocation
- Consider Assigning PM for VT





## Team 4 — Virtual Team

### Scope of Action Plan:

- Information technology
- Organizational culture

### Major Milestones:

- Research literature and experience of others
- Identify organizational barriers and gaps
- Align management systems and executive roles
- Determine HR developmental needs
- Develop and coordinate implementation policy
- Conduct test



## Team 4 — Virtual Team

### Major Implications:

- Major Culture Impact
- We may change how we do business

### Key Success Metrics:

- Number of VT initiatives
- Number of individuals with basic or advanced VT skills
- Number (percentage) of PM's using VT
- Project usage (% of projects using VT)
- Number of work sites equipped with VTC



## Team 5 — Corporate Mission Growth

# HQ Campaign Team Presentation for the Senior Leader Conference 5 August 1997



## Team 5 — Corporate Mission Growth

### Team Focus:

- Provide a Strategic Growth road-map which captures the essential elements of:
  - The Customers of the Future
  - Our Competitors and what they can teach us
  - Corporate approaches to achieve growth
  - Competencies we need to evolve and enhance

### Expected Outcome:

- Corporate Growth “Primer” that:
  - Identifies issues and opportunities
  - Defines roles & responsibilities at each echelon
  - Is not a cook book, yellow pages, or marketing brochure



## Team 5 — Corporate Mission Growth

### Scope of Action Plan:

- Multi-pronged Effort
- Builds off of MSC & District efforts to date
- Involves all Corps mission areas: Military, Civil, R&D, RE, (& SFO)
- Includes MSC Involvement in planning
- Learns from the best in our business

### Major Milestones:

- |                       |                      |
|-----------------------|----------------------|
| • External Assessment | Compl April 1997     |
| • Internal Analysis   | Compl May 1997       |
| • Develop Growth Plan | Compl August 1997    |
| • Publish Growth Plan | Compl September 1997 |



## Team 5 — Corporate Mission Growth

### Major Implications:

- Development of Marketing Skills will be necessary
- Focused growth will require broader approach to marketing than just SFO
- Potential needs or requests for additional legislative authorities

### Key Success Metrics:

- Adoption of a Corporate Growth Plan
- Creating a Growth Management Process
- Growing Required New Capabilities
- Achieving Mission Growth Targets



## Team 6 - Div & Dist Systems, Processes & Organization

# HQ Campaign Team Presentation for the Senior Leaders Conference 5 August 1997



## Team 6 - Div & Dist Systems, Processes & Organization

### Team Focus:

- Near Term - Implement Division Restructuring
- With test divisions - Div & dist restructuring effectiveness
- Seek improvements to customer service by testing new product delivery systems, processes and organizations

### Expected Outcome:

- Continue with Division Restructuring implementation
- Export successful initiatives to other Corps divisions
- Facilitate smooth transition of org and process changes





## Team 6 - Div & Dist Systems, Processes & Organization

### Scope of Action Plan:

- Establishes broad framework of test process
- Quarterly IPR's with test divisions
- Analyze and obtain CG approval to export good ideas

### Major Milestones:

- Issue Responses on Division Restructuring Plans (Comp 27 May 97)
- Issue Guidance to Test Divisions (Comp 19 Jun 97)
- Receive Test Division Plans (23 Aug 97)
- Evaluate and Respond on Test Division Plans (23 Sep 97)
- Test Period Ends (30 Sep 98)
- Issue Good Ideas from Test Divisions (31 Dec 98)



## Team 6 - Div & Dist Systems, Processes & Organization

### Major Implications:

- Effort by Team 6 - 1+ FTE effort
- Test divisions receive no additional resources
- Potential for significant changes to traditional organization
  - Regionalization of functions and/or virtual teams

### Key Success Metrics:

- Use of established and new indicators
- Importance of customer feedback



Team 7 — HQ Processes, Systems,  
& Organization

# HQ Campaign Team Presentation for the Senior Leaders Conference 5 August 1997



## Team 7 — HQ Processes, Systems, & Organization

### Team Focus:

- Champion Horizontal Integration Throughout HQ
- Improve Effectiveness of HQ Processes, Systems, & Organizations (PSOs)

### Expected Outcome:

- Horizontal Integration of PSOs Across HQ for Improved Customer Service & Effectiveness
- Culture Change With Horizontal Integration as a Routine



## Team 7 — HQ Processes, Systems, & Organization

### Scope of Action Plan:

- Focuses Only on HQ Activities
- Define Horizontal Integration, Missions & Roles
- Review/Validate Current PSOs & Other On-going Initiatives Using Studies
- Recommend Improvements in PSOs

### Major Milestones:

- Define Horizontal Integration & Verify Missions (Completed)
- Inventory Current PSOs (Completed)
- Identify/Analyze Alternative PSOs (31 Dec 97)
- Develop Action Plan to Implement Alternative PSOs (31 Mar 98)



## Team 7 — HQ Processes, Systems, & Organization

### Major Implications:

- Resistance to Change & Learning Curve With PSO Changes
- Improved Customer Focus & Service With Integrated HQ Support
- Cohesive & Focused HQ Staff Working as a Team

### Key Success Metrics:

- Meet Action Plan Milestones
- Improved Customer Service
- More Efficient HQ Organization
- Consistent Policies & Guidance



## Team 8 — Reshape Culture

# HQ Campaign Team Presentation for the Senior Leadership Conference 5 August 1997



## Team 8 — Reshape Culture

### Team Focus:

- Defining and promoting a corporate culture that achieves the Corps Vision
- Assisting implementation of specific campaign initiatives (other 7 Campaign Initiative Teams) requiring culture change for success
- Promoting “corporateness” and “diversity” (Title VII EEO elements plus individual values, education levels, abilities and skills, disabling conditions, career fields, techniques in accomplishing tasks, geographic origins, military and civilian perspectives)

### Expected Outcome:

- A corporate culture, based on mindsets and behaviors, that supports the organization described in the vision
  - HQ and senior staff strategically oriented in thought and action
  - All members of the Corps thinking and behaving “corporately”
- Implementation, through necessary culture change, of specific campaign initiatives





## Team 8 — Reshape Culture

### Scope of Action Plan:

- Describe the existing Corps culture
- Develop a model of desired corporate culture
- Define the critical terms “culture”, “diversity”, and “corporateness”
- Select specific objectives for cultural change and implement specific courses of action to effect change

### Major Milestones:

- |   |            |
|---|------------|
| • Data collection & research relating to key concepts | 30 Jul 97  |
| • Establish expert consulting capability              | 1 Oct 97   |
| • Participation in NPR Survey                         | 15 Oct 97  |
| • Snapshot of existing Corps culture                  | 15 Dec 97  |
| • Develop & communicate the desired model necessary   | 15 Jan 98  |
| • Initiate implementation of major changes            | continuous |



## Team 8 — Reshape Culture

### Major Implications:

- Changes in Leadership behaviors
- Commitment to shift in work priorities
- Acceptance of work foregone
- Commitment of human and financial resources
- An organization that is better able to meet the needs of a changing Army and Nation

### Key Success Metrics:

- TBD

[ [Campaign Plan](#) ]

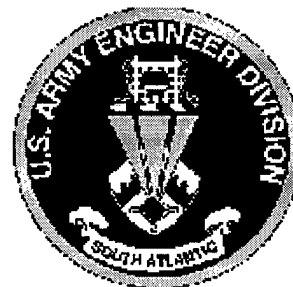
# TEST DIVISION INITIATIVES

[South Atlantic Division](#)

[Southwestern Division](#)

## SOUTH ATLANTIC DIVISION (CESWD)

CHARLESTON - JACKSONVILLE - MOBILE - SAVANNAH -  
WILMINGTON



SAD Regional Village This early 1995 page (the graphics no longer work) explain BG Locurcio's concept. Linked to it is an October 1996 Newsletter in Adobe Acrobat format.

Test Division Initiatives This is the August 1997 update by BG Robert L. VanAntwerp, Jr. given at the Senior Leaders Conference. Or, download the 19-slide PowerPoint briefing here [sadtest4.ppt](#).

To provide military master planning assistance to the Far East District (CEPOF), SAD assembled a VT composed of Fort Worth, Savannah, Mobile, Omaha, and Far East Districts. This multi-district VT of in-house engineering and planning expertise was tasked to develop master planning documents, perform engineering studies and construct an installation GIS for Camp Humphreys and Camp Carroll, Korea. Coordination and information dissemination was handled through utilization of Lotus Notes (a groupware platform). For the rest of the story download this 15-slide powerpoint briefing [ [korea4.ppt](#) ]

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## SOUTHWESTERN DIVISION (CESWD)

FORT WORTH - GALVESTON - LITTLE ROCK - TULSA



SWD Test Division Initiatives SWD was selected as a test division 14 Apr 97. They are in the start up phase and published a test plan 29 Aug 97.

USACE Test Division This is the August 1997 update by BG Henry S. Miller, Jr. given at the Senior Leaders Conference. Or, download the 20-slide PowerPoint briefing here [swd4.ppt](#).

SWD Regional Team Site This latest site provides links on issues, current VTs, tips, and lessons learned.

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POC for this page is:

VT Test Divisions

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